

Leadership

SWRK 4010

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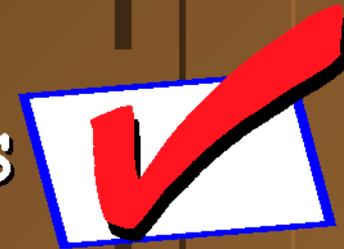
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WHAT ARE THE TYPES OF LEADERS?

- ◆ POLITICAL LEADERS
- ◆ UNION LEADERS
- ◆ SOCIAL LEADERS
- ◆ RELIGIOUS LEADERS
- ◆ SPORTS LEADERS
- ◆ **ORGANISATIONAL LEADERS**
- ◆ FAMILY LEADERS



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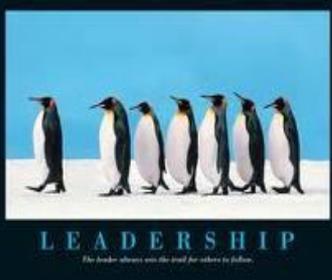
WHAT IS LEADERSHIP?

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent.

Leadership



- Leadership is the art of motivating a group of people to act towards achieving a common goal.
- The process of encouraging and helping others to work enthusiastically towards objectives .
- **Alan Keith** stated that, "Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen.



The essence of leadership

- Leadership refers to **ability of one individual to influence others**.
- The influence is exercised **to change the behaviour** of others.
- Change of behaviour is caused with an **objective of achieving** a shared goal.
- The person influencing others (leader) **possesses a set of qualities** or characteristics with which he or she to influence others
- Leadership is a **group phenomenon**. It involves interaction between two or more people.

WHO IS A LEADER ?

"a person who influences a group of people towards the achievement of a goal".



Leadership & management



LEADERSHIP
When in doubt, wave a flag.

- Management - is a process of planning ,organising, coordinating ,directing, and controlling the activities of others.
- Leadership - is the process of influencing for the purpose of achieving shared goals.
- John Kotter distinction :

Management	Leadership
Involves coping with complexity	Coping with change

Difference between Managers & Leaders

MANAGERS	LEADERS
Administer	Innovate
Maintain	Develop
Control	Inspire
Short term view	Long term view
Ask how & when	Ask what & why
Initiate	Originate
Accept the status quo	Challenge the status quo
Do things right	Do right things.

DIFFERENCE BETWEEN A LEADER AND A BOSS

A BOSS

- ◆ Tells what to do
- ◆ Relies on authority
- ◆ Drives his men,
- ◆ Delegates responsibility
- ◆ Shows who is wrong
- ◆ Demands respect,
- ◆ Production oriented
- ◆ Blames others for failures
- ◆ Believes in "I".

A LEADER

- * Tells why to do and how to do.
- * Depends on goodwill.
- * Inspires his men
- * Delegates authority only
- * Shows what is wrong
- * Commands respect
- * People oriented
- * Gives all credit for all successes.
- * Believes in "WE"



The 7 Secrets of Inspiring Leaders

7 Secrets of Inspiring Leader

1. Ignite your Participation
2. Navigate a Course of Action
3. Sell the Benefits- Risk & Rewards
4. Paint A Picture
5. Invite Participation
6. Reinforce the Optimism
7. Encourage the Potential

GOOD LEADERS ARE MADE NOT BORN.

**IF YOU HAVE THE DESIRE AND
WILLPOWER, YOU CAN BECOME AN
EFFECTIVE LEADER.**

**GOOD LEADERS DEVELOP THROUGH A
NEVER ENDING PROCESS OF SELF-
STUDY, EDUCATION, TRAINING, AND
EXPERIENCE.**



Yes I Can!

Importance of leadership



- Leadership transforms potential into reality .
- Leadership is not mere using people and their potential for realising an organisation's goals. It has the **ultimate aim of raising the level of human conduct and ethical aspiration** of both the leader and the led.
- The leader should elevate, inspire, and evangelise his followers to higher things in life.

Formal & informal leadership

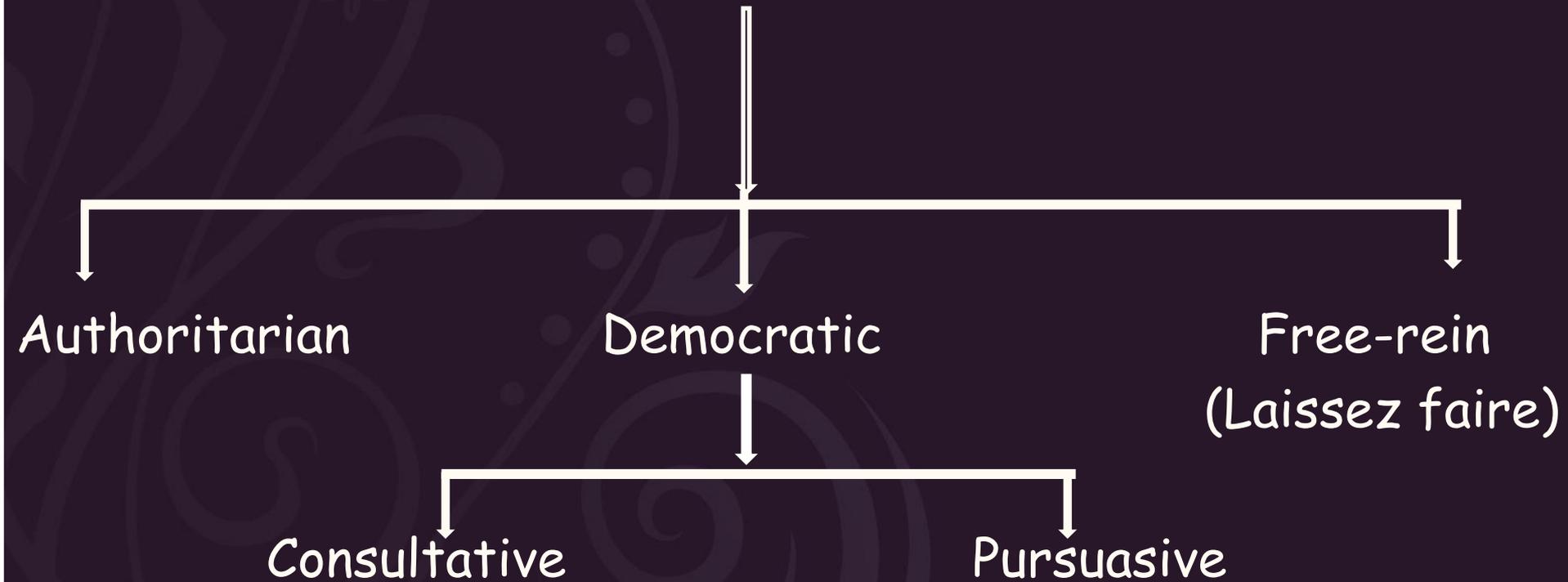
Formal leadership

- ✓ Occurs when a manager/ leader leads by exercising formal authority.
- ✓ The exercise of formal authority through assigning duties derives from the managers **official position** within the organisation's hierarchy of authority.
- ✓ Any employee who is assigned a managerial position has the opportunity and responsibility to exercise formal leadership

Informal leadership

- ✓ Arises when a person **without formal authority** is influential in directing the behaviour of others. Although not formally appointed or elected he **becomes a leader through his actions** or personal attractions.

Based on authority retained



Autocratic or authoritarian style

- ✓ Under the autocratic leadership style, **all decision-making powers are centralized in the leader**, as with dictator leaders.
- ✓ They **do not entertain any suggestions** or initiatives from subordinates. The autocratic management has been successful as it provides strong motivation to the manager.
- ✓ It permits **quick decision-making**, as only one person decides for the whole group and keeps each decision to himself until he feels it is needed to be shared with the rest of the group.
 - ✓ **High degree of dependency** on the leader
 - ✓ May be valuable in some types of business where decisions need to be made quickly and decisively

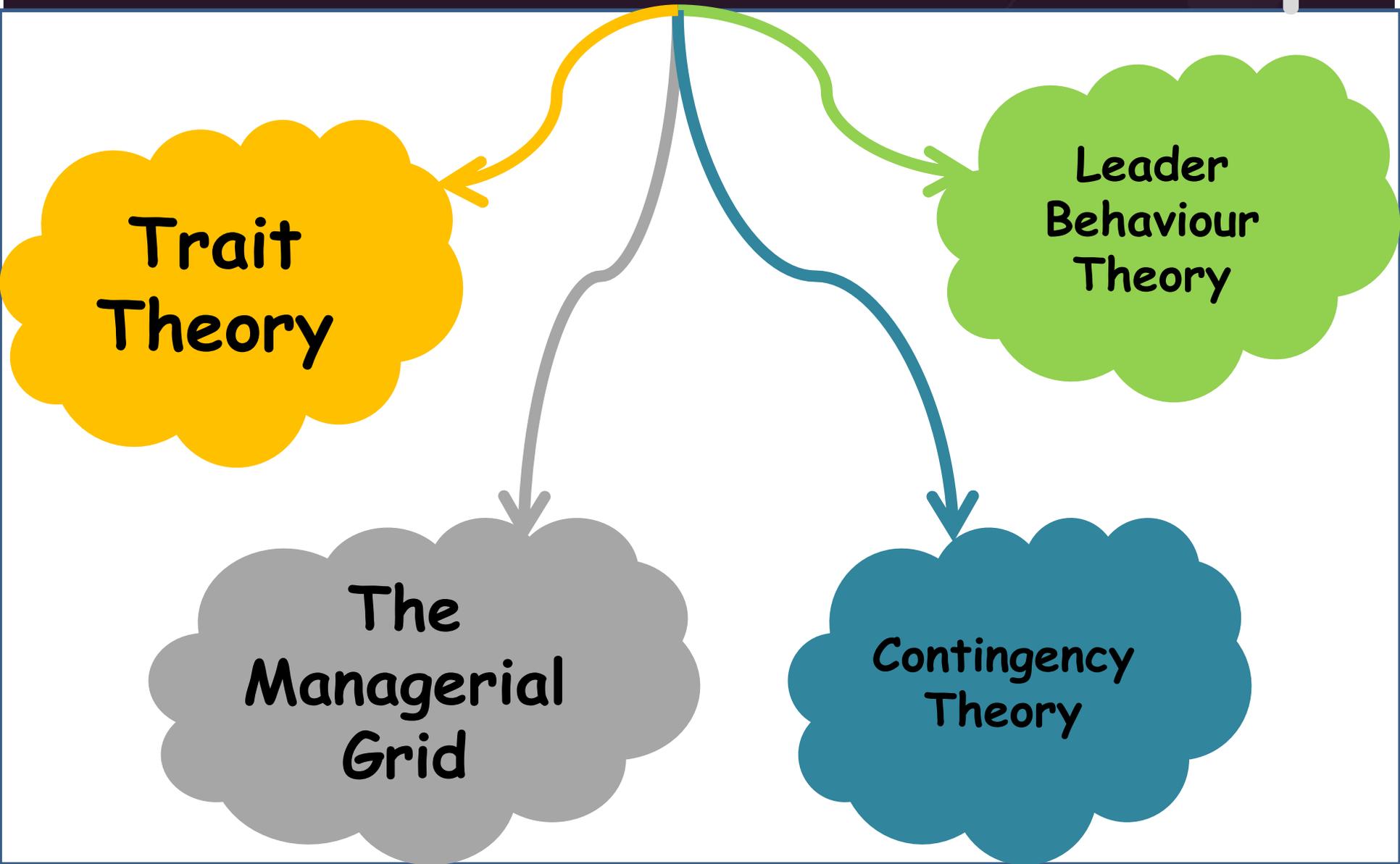
Participative or democratic style

- The democratic leadership style favours decision-making by the group .
- They can win the cooperation of their group and can motivate them effectively and positively.
- The decisions of the democratic leader are not unilateral as with the autocrat because they arise from consultation with the group members and participation by them.
- Consultative: process of consultation before decisions are taken
- Persuasive: Leader takes decision and seeks to persuade others that the decision is correct.

Laissez -Faire or free rein style

- A free rein leader does not lead, but **leaves the group entirely to itself** such a leader **allows maximum freedom to subordinates**, i.e. they are given a free hand in deciding their own policies and methods.
 1. Can be very useful in businesses where **creative ideas** are important
 2. Can be **highly motivational**, as people have control over their working life
 3. Can make coordination and decision making **time-consuming** and lacking in overall direction
 4. Relies on **good team** work.
 5. Relies on **good interpersonal relations**.

Theories of leadership



Trait theory

- Focuses on **individual characteristics** of successful leaders.
- Leaders possess a **set of traits** which make them distinct from followers.
- **Ralph Stogdill** –
 - ✓ A strong **desire** for accomplishment.
 - ✓ **Creativity** and intelligence.
 - ✓ **Initiative**.
 - ✓ **High tolerance**.
 - ✓ Ability to **influence** others.

Behavioural Theory

- Main focus is behaviours of actual leaders.
- Determines how various kinds of specific leaders behaviour affect the performance and satisfaction of followers.

Managerial grid

- Blake and Moton -

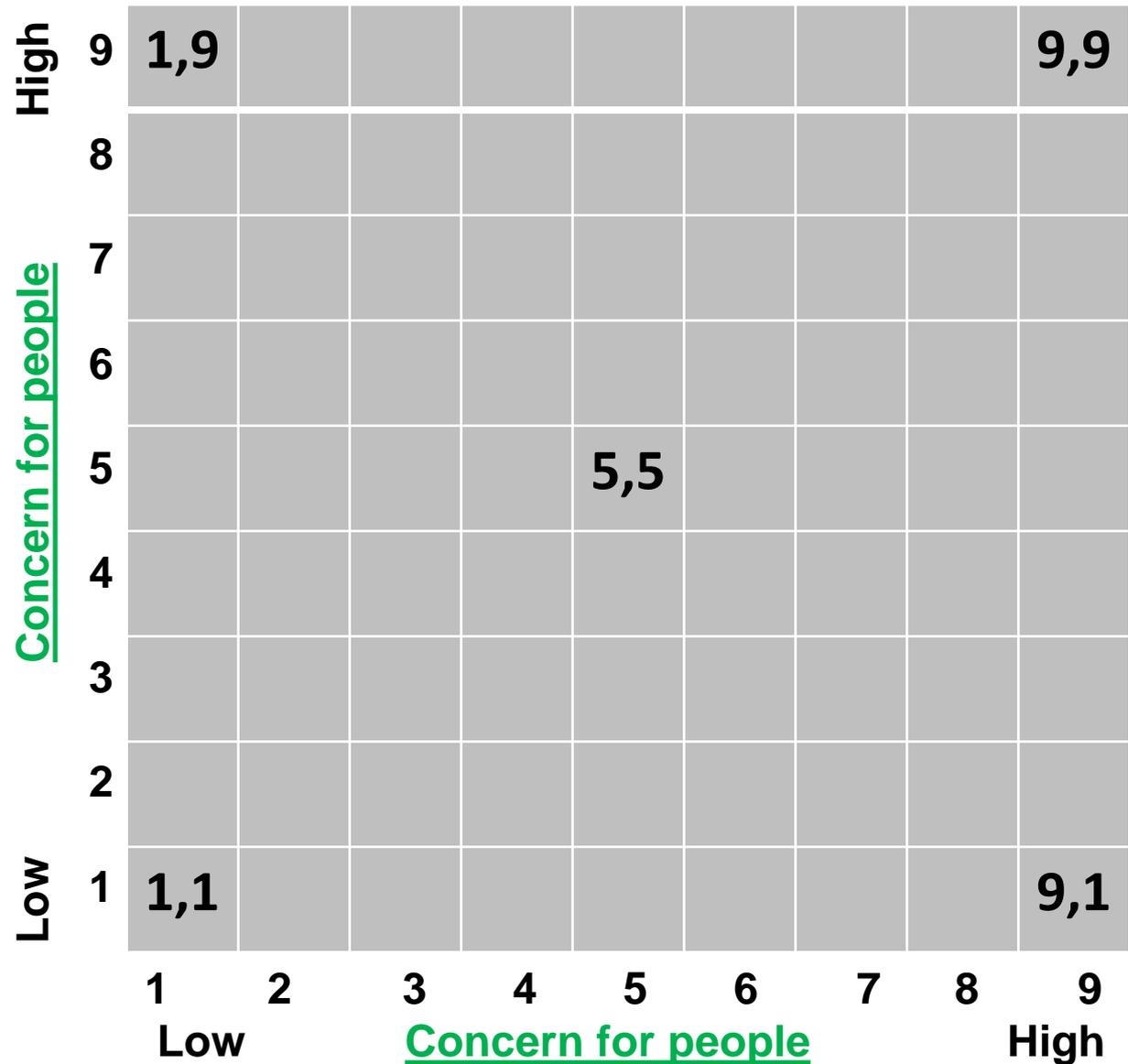
A graphical representation of a 2 dimensional view of leadership style.

Based on :-

1. 'concern for people'
2. 'concern for production'

Grid identifies 5 basic styles of leadership.

Managerial grid



Contingency theory

- ✓ Behaviour of leader depends upon characteristic of situation leader is in.
- ✓ Implies under what conditions will employee oriented leadership will be effective and under what type of conditions production oriented leadership be more effective.
- ✓ Most popular theories -
 1. Fiedler's contingency model.
 2. The path-goal theory.
 3. Situational leadership theory

Fiedler's theory

Effectiveness of leadership depends upon-

1. His motivational style.
2. The favourableness of situation.

Path - goal theory

Leader's job is to use structure, support and rewards to create a work environment that helps employees reach the organisation's goals.

Situational leadership theory

Paul Hershey and Kenneth Blanchard :

- Maturity of followers as a contingency variable.
- Situational leadership requires leader's emphasis on **task behaviours** and **relationship behaviour** according to maturity of followers in performing their tasks.

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Thank you

